



National
Aeronautics and
Space
Administration

Take Our Daughters to Work Day at HQ

Our future scientist/engineer daughters and sons had a great time on April 27 during Take Our Daughters to Work Day, sponsored by the Equal Opportunity and Diversity Management Office (Code CE).

Administrator Daniel Goldin got things started after a wonderful rendition of the National Anthem by Priscilla Kelly, daughter of Patrick Kelly (Code M). Canadian Astronaut Julie Payette (first to perform a manual docking with the Space Station during STS-96) came to HQ to discuss her tenacious adherence to her dream of being an astronaut. She then encouraged and answered multiple questions from, “were you scared?” to “did the space suit weigh a lot?”

The kids then formed blue, red, and gold teams and were off to workshops under the able supervision of Joyce Haywood (Code M), Nadine Andreassen (Code Z), Mary Dull (Code JX), Denise Hurey (Code CP), Dale Colbert (Code CE), and Elizabeth Walker (Code CE), without whose help the day’s events could not have been realized. Code U’s workshop, organized by Mark Krome, was on microgravity and Kristen Erickson got the kids warmed up with questions and gave out prizes for correct answers. Then Mr. Gravity, Dr. Mike Wargo, dropped in to

involve the kids in the neat “tower and box” experiments.

Back in the auditorium kids were learning to tether themselves to the

Space Station under the tutelage of Aerospace Education specialists Gayle Herrington and Mona Aldana-Ramirez (thank you Code F). Meanwhile down on the concourse level, Carol Illemszky, Alexa Krezel, and Junius

Drumgold (Code CI) were helping kids build their very own web pages.

The newest event on the day’s agenda was the Video Tele-conference with LaRC. Their 150 kids and our 130 made for a really lively and sometimes loud conferring. Our little hams loved seeing themselves on the screen and each got a chance to talk. “Langley my name is Alice.” “Langley my name is John.” They sounded very NASA at times.

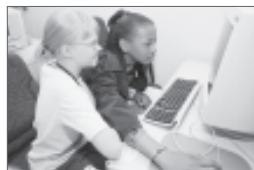
Toward the end of the day, the Exchange Council supplied cakes and Odean Serrano and Jack Collier distributed posters from their



Earth Day Exhibit in the west lobby. Priscilla Kelly then sang her self-composed NASA song to thunderous applause and whistles. The kids were then treated to a presentation of “The Dream is Alive.”



Each child went home with certificates, goodie bags, NASA badges, and more. The day would not have been possible without all those who donated their time and energy to make this day such a great success.



Making Dreams a Reality

NASA Headquarters will conduct the 2001 U.S. Savings Bond Campaign for a 2-week period from June 4 through June 15. The I-series and EE-series will be available through payroll deduction or direct purchase. For details, see www.savingsbonds.gov or contact Ruth Netting, 358-0539.

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by Teresa Grimes

Mail Communications Awareness Week

NASA Headquarters will observe Mail Communications Awareness Week during the week of May 14-18, 2001. Planned activities include a mail exhibit in the west lobby; a customer survey regarding current mail services; an HQ Mail Center "Open House" on Tuesday, May 15, 9:30-10:30 a.m.; and a "Postal Dollars and Sense" seminar on Wednesday, May 16, 10-11:30 a.m., MIC 6-A, (refreshments will be available). Learn valuable information on mail list management, tips on addressing your mail to ensure accurate delivery, mail piece design, printing and design, and more.

Copies of the "Postal Dollars and Sense Guide" and the "Mail Management" brochure are available from the HQ Mail Center. Visit www.hq.nasa.gov/office/codec/codeci/mailcor/mailmgt.html for an electronic copy of the guide. The site also features mail communications services, useful mail tips, and other information.

To register for the seminar (deadline is May 9), or for more information, contact Debra Maynor, HQ Mail Operations Manager, 358-0907, or Keith Scott, HQ Mail Center Supervisor, 358-1380.

Postal Tips for HQ Customers

1. Always include the mail code in the return address on all mail pieces. The HQ Mail Center needs this information to return undeliverable mail or to contact you should questions arise.
2. HQ uses the currently approved GSA contractor, Federal Express (FedEx), to process mail to most Centers (commonly referred to as "pouch mail") and to domestic and international addresses requiring expedited services. Be advised of the following significant differences:
 - Items collected by the HQ Mail Center that are addressed to the NASA Centers are consolidated and processed using FedEx for overnight delivery to the various NASA Centers. These items are not controlled as individual items and do not receive any special handling or expedited delivery by the cognizant Center. Use Expedited Domestic Mail Service if an item requires expedited delivery service.
 - Each item processed as Expedited Domestic Mail Service is assigned its own tracking number, so its process can be followed. An NHQ Form 241, "Request for Special Mail Services," is required. In accordance with the GSA contract, delivery is next-business day; e.g., processed on Friday, delivered on Monday.
 - The HQ Mail Center processes most international mail using the FedEx Expedited International Service which usually provides delivery within 2 business days. A tracking number is assigned to the individual piece, and an NHQ Form 241 is required.
 - Mail pieces addressed to foreign countries, which are picked up from mail stop locations, are processed using the Consolidated International Mail Service. These pieces are not controlled and are not assigned individual tracking numbers.
 - One NHQ Form 241 can be used to process five items or more by noting "See attached list" on the form where the recipient's address is required. Simply attach the address list. If you have multiple pieces going to the same address, prepare one NHQ Form 241 and reproduce it so you have one copy for each item.

3. Seal all mail pieces securely. A 1-inch piece of tape on the flap of a 9" x 12" envelope containing heavy material is not adequate. However, do not use staples to secure envelopes or other mailers.

4. Advise the HQ Mail Center in advance of preparing boxes or other heavy mail pieces, so that the proper postage classification can be determined. (First-Class vs. Special Standard Mail, which is inexpensive but slow.)



Eunice Owens.



Henry Ward.



Trenita Williams.



Phyllis Alston.



Reggie Donaldson.



Charles Mackey.



Debra Maynor.



Chris Ambrose.



Keith Scott.

Computer Upgrades Coming Soon

Computer hardware and software upgrades are coming to your desktop soon. The ODIN deployment team has begun meeting with the Code IT Points of Contact (POC's), to outline the strategies and schedules for the migration to Windows 2000 and Office 2000. This activity will include the deployment of approximately 1,000 new PC's and associated peripherals. Specifically all NASA-owned hardware will be replaced with ODIN hardware. The workstations that are still NASA owned (NEMS tagged) will be replaced with new, upgraded hardware and software. If you already have ODIN tagged equipment, your computer will be updated to the latest software versions baselined for Headquarters. These deployments will typically take place during the evening hours so there is minimal disruption to your work day.

As you can imagine, a deployment activity of this size requires a great deal of coordination with the HQ community. We are currently planning to begin the deployment in mid-July, and should be completed by the end of this calendar year. As the date for your upgrade approaches, you will be contacted so that we may interview you and survey your machine and any peripherals you may have. This way we can accurately document your current configuration and discuss with you any special conditions/considerations you may have.

In order to keep you informed of the ongoing activities surrounding this deployment, we are in the process of building a web page to give you easy access to all information you will need regarding this activity. Schedules will be available, as well as tables listing software replacements you will be getting as part of this upgrade. The site will also contain contact information, and what to expect when you are interviewed by the survey team. Basic information relating to the Windows 2000/Office 2000 project is available on the ODIN web page at odin.hq.nasa.gov or win2k.hq.nasa.gov/ The page should be available by May 10.

Another sure way to keep abreast of ongoing activities is to read *Heads Up*, *HIT25*, and IT Notices for more information regarding this project. Also, beginning in June, we will host a series of Information Technology Exchanges (ITE's) scheduled to

run through November. For training information, check the Computer Training Center (CTC) web page at www.hq.nasa.gov/office/codec/codeci/hqtc

We are excited about this project and are confident that you will be pleased with your upgraded equipment. Please direct any questions or concerns to your Code IT POC or your ODIN Code coordinator.

Mysterious Beam During STS-98 Launch

Pat McCracken, Space Station Headquarters Office, Office of Space Flight, took this dramatic photo during the STS-98 launch of Space Shuttle *Atlantis* on February 7. The unusual photo was featured in the Boston Globe and as the February 9 Astronomy Pic of the Day. So, what is this mysterious shadow? A solar-powered Moonbeam? Is Gotham City sending a bat signal to the Shuttle? See below for an explanation.

What is the dark line?

It is the shadow cast by the Shuttle plume in the sunlight. The sky to the right (in the shadow) of the very tall plume is not illuminated by the sun, so it looks darker. The plume is so bright because most of the sunlight hitting it is scattered. Along the left edge, a smaller volume of air is in shadow and appears lighter.

Why does it point right at the moon?

It's a coincidence of the full Moon and the plume orientation. Notice it is a FULL Moon—the Moon is right on the horizontal line between dark and light sky (terminator). Therefore, the Sun has full view of the entire Moon. Anything opaque between the Sun and Moon will cause a shadow to be cast along that line. Since the object is extended, so is the shadow. If you were on the Moon with a telescope, you would see the shuttle plume as a shadow against the solar disk. To download this photo or for more information, visit ftp.hq.nasa.gov/pub/issoutreach and click on the folder labeled "STS98 Plume Photo."





Twenty Years After STS-1, SFA Celebrates the People and the Program

On April 12, 1981, NASA made history with the successful launch of the first orbital Space Shuttle mission, STS-1. Twenty years later, NASA's Space Flight Awareness (SFA) Program sponsored an STS-1 20th Anniversary celebration at the National Air and Space Museum (NASM) to recognize the achievements of the Space Shuttle Program and the many men and women who made them possible.

Special guests at the evening celebration on April 12, included STS-1 crew members John Young and Robert Crippen, and Bill Shepherd, Commander, Expedition One, International Space Station. Also in attendance were members of NASA's senior management and the astronaut corps, and over 200 SFA honorees from NASA centers and contractor facilities across the country. For the honorees, the gala was the culmination of a week of awards and other activities in Washington, DC.

At the event, after an introduction by NASM Director General John Dailey, Administrator Daniel Goldin kicked off the evening. He welcomed the honorees and guests in NASM's Langley Theater and made special award presentations to Young, Crippen, and Shepherd for their contributions to the nation's space program. He also read a letter of congratulations on the 20th anniversary from President George W. Bush.



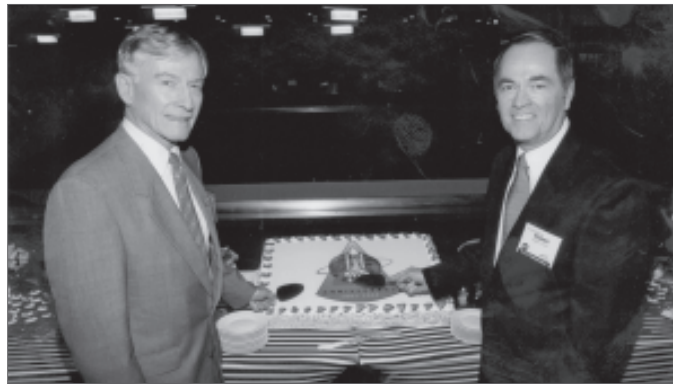
Over 450 guests gather in NASM's Langley Theater for the opening of the celebration.



The Administrator kicks off the STS-1 20th Anniversary celebration.



(1 to r) Joe Rothenberg, Charles Precourt, John Dailey, and Daniel Mulville at the STS-1 event.



(1 to r) The STS-1 crew, Commander John Young and Pilot Robert Crippen, celebrate the 20th anniversary of their historic flight.



Goldin applauds Shepherd during the awards.



(1 to r) Jamie Williams, Joanna Adamus, Tawana Clary, Toni Thompson, and Bert Ulrich enjoy the reception.



Kudos to these SFA National Panel members who planned SFA's STS-1 20th Anniversary activities in Washington, DC.



General Dailey greets Robert Crippen while Pandora Crippen looks on.

"The NASA team has good reason to be proud. Your hard work, ingenuity, and dedication have caused the Nation's spirits to soar and inspired us to dream. I commend your astronauts, scientists, researchers, and support personnel for their devotion to duty and commitment to excellence. The courage and vision of America's space pioneers serve as an inspiration to future generations to continue searching for the secrets of the universe."
- From President Bush's letter on the STS-1 20th anniversary.



SFA honorees from Boeing, Houston, who were honored during the SFA's STS-1 20th Anniversary events, tour the Smithsonian's Garber Facility in Suitland, Maryland.



Stacey Edgington, SFA Program Manager, addresses the honorees and guests at Langley Theater.



(l to r) Joe Rothenberg, Robert Crippen, John Young, Bill Shepherd, and Daniel Goldin at NASM.

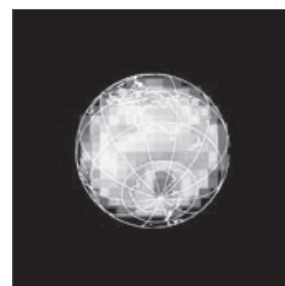
NASA News

Mars Odyssey Captures Images of Earth

NASA's 2001 Mars Odyssey thermal emission imaging system acquired these striking images of the Earth using its visible and infrared cameras as it left Earth on April 19.

The visible light image (top) shows the thin crescent viewed from Odyssey's perspective. The infrared image (bottom) was acquired at exactly the same time, but shows the entire Earth using the infrared's "night-vision" capability. In visible light, the instrument sees only reflected sunlight and therefore sees nothing on the night side of the planet. In infrared light the camera observes the light emitted by all regions of the Earth. The images were taken at a distance of 3,563,735 kilometers (more than 2 million miles) from Earth.

Mars Odyssey was launched from Cape Canaveral Air Force Station, Florida, on April 7. It carries three scientific instruments designed to tell us what the Martian surface is made of and about its radiation environment: a thermal-emission imaging system, a gamma ray spectrometer and a Martian radiation environment experiment. Odyssey is scheduled to arrive at Mars on October 24, when it will fire its main engine and be captured into Mars' orbit.



NASA Research Yields Down-to-Earth Benefits

A paper-thin coating of an innovative NASA material used to prevent space vehicles from burning up during planetary reentry may soon be available to protect your house, car, and boat from fire.

Protective Ceramic Coating (PCC), invented at NASA's Ames Research Center, repels heat from virtually any surface it covers. This allows it to shield ceramics, wood, steel, plastics and fiberglass from high temperatures. Wessex, Inc., based in Blacksburg, Virginia, has licensed the coating from Ames and will continue to develop and market the material.

NASA originally invented PCC as a protective coating for spacecraft heat shields to allow them to withstand the extreme fiery conditions experienced during Earth reentry. The material's ceramic components exhibit the property of high emissivity, which means the material tends to radiate heat. This allows the protective coating to reflect heat away from the surface it covers, thereby increasing the capability of materials to withstand temperature levels far beyond their normal range.

In the future, PCC may serve as heat protection for car and boat engines, as well as various building materials, making these modes of transportation and environments more fire-resistant and safer for the consumer. The PCC product is readily manufactured and easily applied to a variety of surfaces.

Administrator Receives Premier Space Award



(l to r) Jeffrey Trauberman, President of the National Space Club, presents Administrator Daniel Goldin with the Goddard Trophy at the Annual Goddard Memorial Dinner on March 30.

Administrator Daniel Goldin has received one of the country's most prestigious space awards. On March 30, the National Space Club presented Goldin with the Dr. Robert H. Goddard Memorial Trophy at the organization's annual dinner in Washington, DC.

The award was the centerpiece of the 44th Annual Goddard Memorial Dinner. Each year, executives from the aerospace industries, government leaders, and space educators gather to mark the past year's space achievements.

"Dr. Goddard is considered to be the father of practical modern rocketry and space flight. He was a true pioneer and innovator," said Goldin. "I am both honored and humbled by this award which validates and supports NASA's continuing mission to pioneer the frontiers of space and knowledge in order to achieve a safer, more secure, and more fulfilling life here on Earth."

Established in 1958, the Dr. Robert H. Goddard Memorial Trophy is given to an individual or group who have demonstrated great achievement in advancing space flight programs contributing to the American leadership in astronautics. Past winners include astronaut and former U.S. Senator John Glenn, rocket pioneer Wernher Von Braun, and President Ronald Reagan.

Founded in 1957, the National Space Club is a non-profit corporation created to stimulate the exchange of ideas and information about rocketry and astronautics and to promote recognition of the nation's achievements in space. The recipient of this award is selected annually by the Board of Governors of the National Space Club.

Goodbye to All That

Harry H. Ellis

Harry Ellis, who served as Lead, Real Estate Management, Policy and Utilization, Office of Management Systems, retired from Headquarters in February after 21 years with 34 years of Government service. His retirement plans include travel, sightseeing, as well as time for photography, skiing, and golf.

Marta R. Goldblatt

Marta Goldblatt, Computer Specialist, HQ Information Technology and Communications Division, retired from Headquarters after 10 years at NASA. Her 21-year Government career also included 11 years of service at the Naval Observatory. Marta's retirement plans are "to move to Longboat Key, Florida, bask in the Sun and pick up shells on the beach." She adds, "My husband and I plan to travel extensively and enjoy life. I will miss all my friends at NASA."



Brown Heads NASA Public Affairs

NASA Administrator Daniel Goldin named Jerry Brown, a senior corporate communications executive, as the Associate Administrator for Public Affairs, on April 9.

Before joining NASA, Brown was vice president for Walls Communications, Inc., based in Washington, DC, where he served as senior counsel to the firm's Fortune 100 clients. Brown has more than 20 years experience in international, corporate, and Federal government communications.

"Jerry Brown has a distinguished track record of innovation and team building," said Administrator Goldin. "His diverse background and legacy of achievement will be important assets to this agency."

In 1992, Brown was appointed deputy director of the Office of External Affairs for the U.S. Agency for International Development for the Administration of President George Bush. In that capacity he managed press relations. Brown also served as the director of public affairs at the Federal Transit Administration for the U.S. Department of Transportation.

As a public relations director, Brown developed media relations programs for Winrock International, Winthrop Rockefeller's global philanthropic organization, and he is one of only three westerners to serve as an international representative in Saudi Arabia for the largest public relations firm in the Pan-Arab world, Tihama. Brown also has extensive experience in the oil and gas industries where he worked as an editor for Exxon Company USA, based in Houston, Texas.



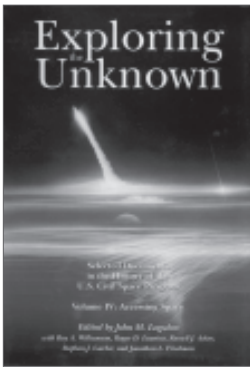
Jerry Brown is sworn in as NASA's Associate Administrator for Public Affairs by Administrator Daniel Goldin.

NASA History Book Receives National Award



(l to r) Roger Launius, NASA Chief Historian, accepts the Thomas Jefferson Prize for the NASA History book *Exploring the Unknown, Volume IV*, from SHFG official Emily Lind Baker.

The NASA History volume *Exploring the Unknown: Selected Documents in the History of the U.S. Civil Space program, Volume IV: Accessing Space* received the Thomas Jefferson Prize for best documentary book from the Society for History in the Federal Government (SHFG).



The work includes 134 key documents on the history of launch vehicles. The documents are grouped into four thematic chapters with an introductory essay for each subject. Chapter one is devoted to the Saturn V launch vehicle; chapter two covers the Space

Shuttle; the third chapter details commercializing space transportation; and the fourth chapter explores future space transportation possibilities.

John M. Logsdon is the general series editor for *Exploring the Unknown*. Other contributors to this volume include Ray A. Williamson, Roger D. Launius, Russell J. Acker, Stephen J. Garber, and Jonathan L. Friedman. Ray A. Williamson is the author of the introductory essays for the first two chapters. John M. Logsdon and Craig R. Reed wrote the introductory essay for the third chapter, and Ivan Bekey introduced the fourth chapter.

This book is for sale, for \$50 (domestic postpaid) and \$62.50 (non-U.S.), from the U.S. Superintendent of Documents, 202-512-1800 (stock number 033-000-01219-5). It can also be purchased from the NASA HQ Information Center, 358-0000 (order number NASA SP-4407, Volume IV) or online at bookstore.gpo.gov

NASA History Conference on Forty Years of U.S. Human Spaceflight

The NASA History Office is cosponsoring a free, 1-day conference to mark the 40th anniversary of the historic flights of Alan Shepard and Yuri Gagarin on Tuesday, May 8, 9 a.m.-5 p.m., at the Dorothy Betts Marvin Theater at George Washington University. The program includes opening remarks by Administrator Daniel Goldin and three main panels focusing on historical perspectives, astronaut perspectives, and future perspectives. To register and for details, see history.nasa.gov/40hsconf.pdf and contact the History Office, 358-0384.

Goldin Recognized for Outstanding Leadership in Minority Education

NASA Administrator Daniel Goldin was honored with the Federal Leadership Award by the National Association for Equal Opportunity in Higher Education (NAFEO). The Administrator, who has been recognized as a leader in involving Historically Black Colleges and Universities (HBCU's) and other minority serving institutions in innovative science, technology, and research, received the award on March 29, during NAFEO's Annual Conference in Washington, DC.

The award is presented to leaders in the Federal government who have demonstrated outstanding leadership in advancing Historically Black Colleges and Universities and other minority serving institutions in their efforts to educate the nation's next generation of scientists and engineers.

NAFEO is an advocate for 118 of the Nation's historically and predominantly black colleges and universities. Its mission is to champion their interests through the executive, legislative, and judicial branches of Federal and state government and to articulate the need for a system of higher education where race, ethnicity, socio-economic status, and previous educational attainment levels are not determinants of either the quantity or quality of higher education.

During the last 9 years, NASA has established significant partnerships with HBCU's, such as the University Research Centers at Minority Institutions, the NASA/NAFEO Louis Stokes Professional Leadership program and training programs that provide students, majoring in NASA-related fields, with scholarships, fellowships, and discipline-related internships. These partnerships have resulted in the establishment of new doctorate programs at various HBCU's in physics, mechanical engineering, atmospheric sciences and environmental science and engineering.

"The new millennium will present numerous opportunities to lead and participate in an explosion of scientific and technological achievements. We at NASA want to provide the opportunity for HBCU's, especially students and faculty at HBCU's, to contribute to the Agency's mission," said George Reese, Associate Administrator for NASA's Office of Equal Opportunity Programs.



(l to r) Administrator Daniel Goldin and George Reese, Associate Administrator for Equal Opportunity Program, with NAFEO's Federal Leadership Award.

HQ Mentoring Program

by Vicki Thorne, Director, Career Management Office

As part of Women's History Month Recognition, the Headquarters Equal Opportunity and Diversity Management Office and the HQ Training Office sponsored a panel discussion on mentoring.

The panel members were Vicki Novak, Associate Administrator for Human Resources and Education; Ralph Thomas, Associate Administrator for Small and Disadvantaged Business Utilization; Alfred Castillo, Director, Human Resources Management and Development; and Debbie Randall, Senior Analyst, HQ Budget Office. Each panelist shared

*Be a
mentor,
have a
mentor.*

personal experiences both as mentors and mentees.

"Mentoring is a wonderful way to grow personally and professionally," Novak said. "It is important to find someone who is willing to serve as a mentor and, likewise, it is important as a mentee to be open to constructive criticism and feedback. Being a mentor is fun, it brings great personal satisfaction."

Ralph Thomas shared that he has had 10 mentors throughout his career. "These individuals have stayed in my life, providing advice, guidance, and at times, emotional support—all in a safe environment," Ralph said. "Sometimes they push you out of your comfort zone," said Debbie Randall, "enabling you to move forward in your career."

The benefits of being a mentor are numerous. You can receive great personal satisfaction in helping someone navigate their careers. Al Castillo shared how a mentor can help you avoid the pitfalls, and sometimes even provide "a swat on the head" from a family mentor.

In the near future, the HQ Training Office will be introducing a formal mentoring program. The program will be open to all HQ civil servants and we fully expect mentoring to become a part of our NASA culture. Mentor-ing is key to sharing knowledge and retaining a world-class workforce. All individuals are encouraged to consider mentoring as a way to enhance their professional experience. Stay tuned for more information about the NASA Headquarters Mentoring Program.



(l to r) Novak, Castillo, Randall, and Thomas.

Managing Your Career

F.E.A.R.

by Evelin Saxinger, Work/Life Program Manager

Many of us heading down the road of growth find that it is not the lack of skills or knowledge, nor the lack of focus or desire that keeps us from achieving our personal and professional goals. Rather, it is ***False Evidence Appearing Real*** that stops us from beginning an endeavor or puts the brakes on the progress we may have achieved. It's fear more than anything else that causes our energy to dry up and keeps us from making commitments to our success.



If you want to overcome such self-defeating behavior, you will need to learn to recognize and understand your personal fears. These fears—and here I am referring only to the mythical fears that block the road to breakthrough—are, in effect, bridges that link our unconscious conclusions with our conscious choices. In other words, we have faulty beliefs about what will happen if we behave in a certain way. The more we are able to recognize and understand our mythical fears, the better prepared we will be to make winning choices.

Virtually all mythical fears fall into two broad categories:

- (1) the fear of discovering something unpleasant about ourselves and
- (2) the fear of what others might think of us or do to us.

In fact, any single fear may appear to belong to both categories.

Many people continue to behave in self-defeating ways simply because they fear that if they don't choose a familiar but destructive behavior, they will find out something about themselves that they don't believe they can live with. Specific fears are often reactions to an irrational but deeply held belief about one's self. For example, people who ignore their own needs and present a picture of sweetness and caring to the world, often fear that if they assert themselves or ask for what they deserve, they will have to acknowledge the fact that they are "pushy," "self-centered," or "hateful."

Other "facts" that people are afraid to discover about themselves include being stupid; incompetent; weak and vulnerable; greedy; untrustworthy; irresponsible; or perhaps even absolutely nothing. This last "fact" is part of the belief system of those individuals who fear losing their identity if they abandon a self-defeating behavior, even one that has led them into difficulty after difficulty.

Other mythical fears may be based on the belief that if they don't behave in a certain way, others will attack, hurt, or ignore them. Those who live in fear of what others might do can rarely relax; they believe that tension, worry, and being "on the go" are all that protect them from some nasty external agent. This type of fearful thinking may be expressed in terms of the individual who continues to practice a self-defeating behavior so that others don't lose respect for him/her; reject him/her; make demands he/she can't handle; take advantage of him/her or see how terrible he/she really is.

The best way to deal with mythical fears is not to create them in the first place. However, once created, we need to learn to face our fears if we are to make positive changes in the way we think and act. We need to ***Face Everything And Recover***.

Whenever you feel the fear rising ... STOP and WAIT

Take a step back. Remain cool and objective. Ask yourself, "what is the worst that can happen?" Describe the fear in terms of a conditional statement ... "I'm afraid that if I don't _____ (describe your self-defeating behavior), then _____ (describe what you think will happen)." Once you've done this, you can test the fear by breaking the destructive bargain on which it is based. Stop practicing the self-defeating behavior and see if what you fear does indeed happen.

Act as your own friend

What would you tell a friend if he/she were faced with the same fear? Sometimes it can be easier to tell someone else how to proceed.

Successful people feel fear too!

They act confidently in spite of their fears. Often their fears are greater because the more people they reach, the more they risk. They make their PURPOSE and their VISION greater than their fear.

Try to focus on things outside of yourself

It is constant internal focusing that pumps you up and causes fear to continue growing until it becomes unmanageable. Count backwards from 100 by 3, engage in conversation, imagine yourself in some pleasant place, recite a poem, or try anything else that will distract you from your fears.

Choose to change the tape

Rehearse going into the situation in a positive way. Continue rehearsing until the positive influence is felt. Practice positive thinking and replace fear with the behavior you want.

Place emphasis on what you are doing, not what you are feeling

Experiencing anxiety gives you an opportunity to practice coping with it. Try to function with the fear. Accept it; don't fight it. If your mind is focused on "doing," it doesn't have time to feel the fear.

Go slowly

Rushing tends to make the fear appear worse. Imagine yourself in slow motion. Breathe deeply. Inhale slowly to the count of 4, hold the breath to the count of 6 and exhale to the count of 8.

Try to remain in the present

It is the constant fear of what is *going* to happen or what you are *going* to feel, that keeps you anxious. Identify what you are feeling at the moment; don't add to it by jumping into the future. Deal with it from moment to moment.

Muster determination and take action

By doing this, you will gain the energy and momentum needed to conquer fear. The more you let fear keep you from taking action, the more your self-confidence drops. The more you confront your fears and succeed, the greater your self-confidence will be. Courage is what you find on the other side of fear.

If you are to challenge the status quo and grow, there is the risk of failure. If your fears cause inaction, you'll never learn and never improve. The challenge is to redirect negative energy and disappointment. Remember: *Face Everything And Recover*. Any failure is only a temporary setback on the road to success. To learn more about overcoming your fears easily and quickly, contact Evelin Saxinger, 358-1311, or e-mail esaxinge@hq.nasa.gov

Customer Service Standards

To reiterate what Chris Christensen, Associate Administrator for Headquarters Operations (Code C), stated in a recent All Hands: we will "Deliver the highest value products and services to our Headquarters customers."

The Office of Headquarters Operations recently released Customer Service Standards for eight of the key services they provide. This list was based on a series of focus group meetings where customers from all segments of the NASA HQ population discussed the many services provided by Code C. A set of customer "care abouts" was then put together with standards of performance. In addition, a list of prerequisites and/or documentation necessary for meeting these standards was also developed to ensure customers were educated on the processes and necessary paperwork. These services and standards are published and posted on the Code C web site at www.hq.nasa.gov/office/codec/services.html

Code C will track and publish metrics quarterly and post the results in the Code C front office suite. Code C has chosen to be accountable for providing products and services of superior quality. Code C is committed to listening to you, our customers, and measuring the results to ensure that we provide services equal to the best in the business. You can count on each and every Code C staff member to provide the very best services possible.

For more information regarding Code C services or standards, call Vicki Thorne, 358-2339, or e-mail vthorne@hq.nasa.gov

HQ Web-based Training

The NASA Headquarters Training office announced the availability of a wide range of business- and professional-effectiveness courses delivered to desktops via the Internet (Distance Learning). This new Web Based Training (WBT) program provides employees with an opportunity to enhance knowledge and skills in a self-paced training environment.

Learn how to access up to 100 courses via the internet on your PC by attending one these Brown Bag seminars:

- May 9, 11 a.m.-2 p.m., MIC 5-A
- May 23, 11 a.m.-2 p.m., MIC 6-A

For details, see www.hq.nasa.gov/office/codec/cc/flyerfinal.pdf or call Sherry McAllister, 358-1633.

HQ Classifieds

For Sale

Chaise lounges, two outdoor resin chaise lounges w/cushions, like new. \$50/pr. 703-869-6801.

Guitar, Martin Backpacker nylon string guitar, \$125. 703-869-6801.

Carpools

Member, wanted for carpool from West Springfield which meets at the corner of Fairfax County Parkway and Rolling Road. Working hours: 7 a.m.-4:30 p.m. Call Dick Williams, 358-2397.

Notice

Utilize Two-sided Printing/Copying

In conjunction with the refresh of all network printers and copiers at HQ, users are reminded that Part 52.204-4 of the Federal Acquisition Regulations (FAR) requires utilizing the "duplexing" or "two-sided" option when printing and/or copying material. Follow these mandatory FAR requirements and help save our environment by reducing paper usage. For details, contact Michael Crnkovic, 358-0617.

HQ Bulletin Submission Deadline

Articles must be submitted by close of business Tuesday, May 15 to be considered for the June 4 edition of the *HQ Bulletin*. For the publication schedule, see www.hq.nasa.gov/hq/infocom/bullsched.htm

HQ Bulletin

Editorial Staff

Mary Fenton
202-358-4817

Ken Suslowitz
202-358-2299

Send articles, ads, questions, or suggestions to InfoCom, e-mail: infocom@hq.nasa.gov; fax number: 202-358-3025; and mail code: CI-3.

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Exchange Council News

www.hq.nasa.gov/exchange

HQ Softball Tournament

The HQ 2001 Softball Tournament, sponsored by the Exchange Council, will be held from May 22-June 14. Two games will be played every Tuesday and Thursday, from 5-7 p.m. On Tuesdays, games will be played at Amidon Field (4th & I Street SW). On Thursdays, games will be played at Jefferson Field (7th & G Street, SW). For details, contact Kathy Shaeffer, 358-1803.

Spring Golf Outing — Register by May 18

The Spring Golf Outing is scheduled for Friday, May 25, at the Bolling Air Force Base Officers' Club with sign in at 7:30 a.m. and a shotgun start at 8 a.m. The cost per person is \$60 (for green fee, cart, lunch, beverages, and prizes). To register yourself or your foursome, e-mail ron.hoffman@hq.nasa.gov and make payments by May 18. For details, see www.hq.nasa.gov/exchange/activity.html#GOLF and contact Ed Hurley, 358-0698, or Ron Hoffman, 358-1596.

Massage Therapy

Neck and shoulders sore from cradling the phone and working on a computer? Relieve the stress and strain through massage therapy. Appointments are available Wednesdays from 11:30 a.m. -1:30 p.m. The cost is \$25 for 30 minutes or \$15 for 15 minutes. Sign up in the Exchange Store. For details, contact Debbie Randall, 358-1173.

Book Fair

Books Are Fun returns on May 29 and 30, 10 a.m.-2 p.m., in the west lobby with bestsellers; cookbooks; sports, reference, and gardening books; and educational books. For more details, contact Lenore McGraw, 358-1444.

Cellular Phone Service Day

Don't miss Cellular Phone Service Day in the west lobby on Thursday, June 7, 10 a.m.-2 p.m. Check out the plans and rates offered by five of the top cellular phone service vendors. For details, contact Susan Burch, 358-0550.



Ice Cream Social

Cool off at the Ice Cream Social on Wednesday, June 27, at 12:45, in the west lobby. For details, contact Rita Moore 358-2077.

HQ-GSFC NASA Picnic

Make plans now to get together with family and friends at the annual HQ-GSFC NASA Family Picnic on Saturday, June 9, 12 noon-4 p.m., GSFC Recreation Center. Tickets will be on sale in the Exchange Store in mid-May. For details, contact Susan Burch, 358-0550.

NASA Day at King's Dominion

Mark your calendar. NASA Day at King's Dominion is on Saturday, July 28. Tickets should be available in July. The cost per ticket is \$25 for adults and \$20 for children (ages 3-12) if purchased by July 19. After July 19, the ticket prices increase to \$28 for adults and \$22 for children. For details, contact Debbie Randall, 358-1173.